

Newberrys

ANNUAL REPORT 1962

Directors

WALTER C. BAKER	ANNA C. NEWBERRY	WILLIAM F. TALLY
DEAN S. CAMPBELL	F. STARK NEWBERRY	MELVIN P. VAUGHT
J. EDWARD HAWES	JAMES V. NEWBERRY	RAYMOND E. WEBBER
JESS LEE	JOHN J. NEWBERRY, JR.	ROBERT W. WILLIAMS
JOHN E. NELSON	MERVIN G. PALLISTER	FREDERICK C. WINDISCH
ALICE M. NEWBERRY	WALTER C. STRAUS	

Officers

JOHN E. NELSON, *President*
J. EDWARD HAWES, *Vice-President*
W. PERRY HUKILL, *Vice-President*
F. STARK NEWBERRY, *Vice-President & Asst. Secy.*
JAMES V. NEWBERRY, *Vice-President*
JOHN J. NEWBERRY, JR., *Vice-President*
WILLIAM F. TALLY, *Vice-President*
MELVIN P. VAUGHT, *Vice-President*
RAYMOND E. WEBBER, *Vice-President*
STANLEY D. CROSS, *Vice-President*
CARL W. HOCH, *Vice-President*
GEORGE L. KELLY, *Vice-President*
JESS LEE, *Vice-President*
GERALD E. MC PEAK, *Vice-President*
ROBERT W. WILLIAMS, *Vice-President*
WALTER C. STRAUS, *Financial Vice-President*
DEAN S. CAMPBELL, *Vice-President & Asst. Treasurer*
HENRY D. VON OESEN, *Treasurer*
MERVIN G. PALLISTER, *Secretary*
EUGENE P. HACKER, *Controller*
ALFRED T. BULL, *Asst. Controller*
E. FRANK FOLEY, *Asst. Secretary*

Transfer Agent

CORPORATION TRUST COMPANY, NEW YORK

Registrar

MORGAN GUARANTY TRUST COMPANY OF NEW YORK

Auditors

PEAT, MARWICK, MITCHELL & CO.

J. J. Newberry Co. 245 Fifth Avenue, New York

**ANNUAL
REPORT
1962**

Newberrys



CONTENTS

Highlights	2
Letter to Stockholders	3
New and Enlarged Stores	7
Statement of Consolidated Earnings and Retained Earnings	9
Consolidated Balance Sheet	10
Notes to Financial Statements	12
Accountants' Report	13
Map of Store Locations	14
Record of Sales and Earnings	16

Comparative Highlights

of the year's results

	<u>1962</u>	<u>1961</u>
SALES	\$312,511,134	\$291,237,091
NET EARNINGS	\$ 1,984,203	\$ 3,485,911
EARNINGS PER COMMON SHARE	\$.87	\$1.70
DIVIDENDS PAID PER SHARE—COMMON	\$2.00	\$2.00
DIVIDENDS PAID PER SHARE—PREFERRED	\$3.75	\$3.75
TOTAL DIVIDENDS PAID	\$ 4,055,342	\$ 4,034,005
TOTAL SALARIES, WAGES AND EMPLOYEE BENEFITS	\$ 67,341,436	\$ 61,440,802
TAXES—FEDERAL, STATE AND LOCAL (NOT INCLUDING TAXES PAID BY COMPANY FOR SOCIAL SECURITY)	\$ 4,273,093	\$ 4,969,583
TAXES—PER SHARE—COMMON	\$2.32	\$2.71
MERCHANDISE INVENTORIES	\$ 79,039,181	\$ 68,873,866
MERCHANDISE IN TRANSIT	\$ 5,732,965	\$ 6,103,801
NUMBER OF STORES IN OPERATION	567	564
AVERAGE SALES PER STORE	\$ 551,166	\$ 516,378

TO OUR STOCKHOLDERS:

During the year just ended, your company's development and diversification program was continued at an accelerated pace. We opened 17 new major size Newberry variety and department stores in growing sections of the country. Of particular importance was the opening of 7 major, full-line department stores—called *Britts*—which feature wide ranges of *brand* name and *higher* quality merchandise. Also, we greatly strengthened our competitive position by enlarging 15 stores in many areas where we are now located. These stores, and the 14 other Britts and 7 Newberry stores scheduled for opening in 1963, should contribute sub-

stantially to Newberrys profitable growth.

All these moves, though expensive, were vital. They enabled us to meet changing patterns in retailing and take advantage of new opportunities.

Retailing, as we have frequently pointed out, knows no frontiers. Consumers have varied incomes, varied tastes, and shop in varied types of stores to fulfill varied needs. As needs change, or as population shifts (as it did during the post war era) new types of stores open, and others close. But these changes do not always occur simultaneously in every area.

In 1962, for instance, Newberrys closed 10



Largest of the seven Britts full line department stores opened in 1962 was in the Coral Ridge Shopping Plaza of Ft. Lauderdale, Florida. It has two floors and encompasses over 160,000 square feet of space.



Newberrys keeps pace with California's rapid growth. Of the 17 new major size variety and department stores opened last year, six are in that state. Newberrys of Compton, Calif., located in the Rosecrans Plaza Shopping Center.



Hested Stores Co., a division of J. J. Newberry Co., operates chiefly in the Midwest and Rocky Mountain areas. One of its newest stores is located in the Brentwood Shopping Center in Denver, Colorado.

once profitable “downtown” stores because they were unprofitable due to residential shifts. On the other hand, millions of people continue to patronize downtown Newberry variety and department stores—and will continue to do so. As a result, we remodelled many such stores in 1962 because their locations are still excellent and the enlarged space, used for more merchandise, generates more traffic and, as a consequence, more sales.

The greatest growth potential, however, is where adequate parking facilities are available. Consequently, all Britts as well as the new major Newberry variety and department stores that were opened in 1962 (or will be opened this year) are located in shopping centers or towns where cars can easily be parked. Our policy therefore, is to remodel or build new stores in any area where profits can be made now—or in the future.

To take advantage of profitable areas in retailing, we began to diversify our operations in 1962 by opening the Britts full-line department stores—featuring brand name merchandise—in shopping centers and medium size towns, where our surveys showed there is an ever-growing need for such a type of store.

This move, while contrary to current trends, was designed to render service to the “average” customer—not the highest or the very lowest income group. Recently, many retailers began to “trade down” by opening more and more discount stores. In this connection, it cannot be emphasized too strongly that we have been in that field for many years even though we never used that term. It has always been the policy of Newberry variety and department stores to meet or beat competition. Indeed, this policy has been traditional at all Newberry stores since the first one was founded over 50 years ago. But unlike the typical discounter, Newberry stores sold—and will continue to sell—complete assortments of merchandise.

Popular as these Newberry stores have been, your management decided that it could augment earnings by filling a retailing gap now existing in

a great number of areas throughout the United States. The success of the “trading up” policy—the opening of major Britts department stores, selling more than 50,000 brand name items—justifies our faith in them.

By catering—through Britts—to the wants of millions of Americans desiring higher quality and brand name merchandise, (soft goods, including clothing and shoes for the entire family, fashion accessories, furniture, all types of home furnishings, and our own lines of proven good selling items), Newberrys is now pioneering in many communities, just as it did with variety stores decades ago.

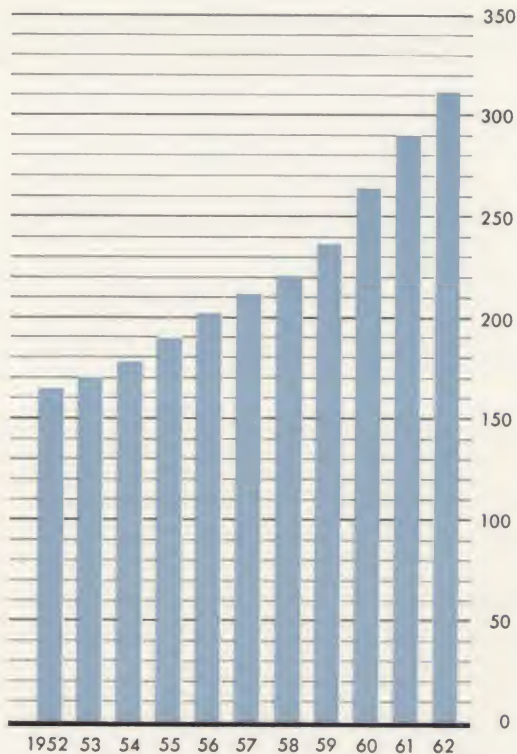
As a result, by the end of last year, Newberrys had in operation 554 fine variety and department stores, 7 Britts department stores, and 6 restaurants and cafeterias seating from 200 to 500 people and operated independently of any Newberry stores. These three distinctly different operations give us—at least for the present—the type of diversification we want.

Our sales for 1962 reached an all-time high of \$312,511,134 compared to \$291,237,091 for 1961. Our net operating earnings amounted to \$1,984,203 or 87 cents per share compared to \$3,485,911 or \$1.70 a share the previous year. While our sales reached this all-time high due to our expansion and remodelling program, the reduction in earnings occurred, despite previous more optimistic estimates, principally because of the heavy cost of opening new stores and enlarging and remodelling existing units, the unexpected sales decline in some Newberry stores during fall, winter and Christmas—generally our most profitable periods, and the losses which developed in a great many stores due to excessive expenses and inventories.

Understandably, therefore, your board of directors, meeting on February 12, 1963, felt that it would be in the best interest of the company to reduce the quarterly dividend on the common stock to 25 cents, payable April 1, 1963, to share-

Sales

(millions of dollars)



holders of record as of March 15, 1963. In 1962, \$2.00 (50 cents quarterly) per share of common stock was paid. Your company has thus paid 138 consecutive quarterly cash dividends on the common stock—starting with the year 1928.

We have undertaken and are actively engaged in a strong program of expense savings and inventory reduction and we have every confidence that we can and will reverse this unfavorable trend in 1963. However, our expansion and remodeling program will continue at about the same pace in 1963 as last year but this will taper off materially in 1964 so that by the end of 1963 we should have the very solid base upon which to generate the substantial earnings we expect for the future.

Helping us achieve this objective are the great numbers of dependable suppliers of merchandise, our executive staff and our thousands of loyal employees dedicated to Newberrys. To them we express sincere appreciation for their efforts on behalf of your company.

J. E. Nelson
President

March 30, 1963



By the end of 1962, Newberrys had 6 restaurants and cafeterias that are independent of any Newberry store. They are operated under the name of Holland House or Wm. Tally House, and are growing in popularity. Holland House in the Eastport Plaza Shopping Center of Portland, Oregon.

1962 EXPANSION AND ENLARGEMENT

New Stores in New Towns (12)

	Total Sq. Ft.
Holiday Village Shop. Ctr., Missoula, Mont.	25,000
Tropicana Village Shop. Ctr., San Jose, Calif.	47,000
El Portal Shop. Ctr., San Pablo, Calif.	70,800
Brunswick, Me.	40,000
Normandy Shop. Ctr., St. Louis, Mo.	94,000
Shadle Shop. Ctr., Spokane, Wash.	53,300
Midtown Shop. Ctr., Los Angeles, Calif.	60,000
Rosecrans Plaza Shop. Ctr., Compton, Calif.	36,000
Conejo Village Shop. Ctr., Thousand Oaks, Calif.	45,400
Boulevard Mart Shop. Ctr., San Diego, Calif.	28,100
The Fair Shop. Ctr., Sterling, Colo.	20,000
Glendora Square Shop. Ctr., Glendora, Calif.	39,400

Britts Department Stores Opened (7)

Fort Findlay Village Shop. Ctr., Findlay, Ohio	57,600
Parole Shop. Ctr., Annapolis, Md.	79,700
Coral Ridge Shopping Plaza, Ft. Lauderdale, Fla.	163,300
Vestal Plaza Shop. Ctr., Binghamton, N. Y.	94,000
Newton, N. J.	65,000
Birmingham, Ala.	93,000
Capitol Shopping Center, Concord, N. H.	95,000

New Stores Replacing Old Stores (5)

	Total Sq. Ft.	Old Sq. Ft.
Vermillion, S. D.	7,500	4,500
Mitchell, S. D.	37,000	7,000
Neligh, Nebr.	8,000	3,000
Brentwood Shop. Ctr., Denver, Colo.	30,000	6,000
Holiday Village Shop. Ctr., Great Falls, Mont. ...	56,000	12,000



Britts department stores sell close to 50,000 brand name items, including clothing for the entire family. The stores highlight the latest in appropriate decor for each department and combine beauty with spaciousness.

Major Remodelings and Enlargements (15)	Total Sq. Ft.	Old Sq. Ft.
Boulder, Colo.	10,800	7,900
Litchfield, Ill.	28,300	18,000
Pineville, Ky.	18,000	10,700
Kennett Square, Pa.	33,000	22,000
Gordon, Nebr.	7,500	4,000
Rocky Ford, Colo.	9,200	3,200
Westgate Shop. Ctr., Macon, Ga.	59,000	46,600
Franklin, Mass.	26,000	16,600
Lead, S. D.	8,600	5,000
Plymouth, N. H.	41,000	14,100
Shamokin, Pa.	29,000	17,800
Glasgow, Ky.	33,000	26,600
Golden, Colo.	26,000	14,000
Charlestown, W. Va.	21,600	12,400
Mt. Sterling, Ky.	20,000	11,600

New Free Standing Restaurants (4)	Total Sq. Ft.
Holland House, Wilshire Blvd., Los Angeles, Calif.	12,600
Holland House, Eastport Plaza Shop. Ctr., Portland, Ore.	9,200
Wm. Tally House, Cortez Plaza Shop. Ctr., Bradenton, Fla.	12,000
Wm. Tally House, Menlo Park Shop. Ctr., Menlo Park, N. J.	26,500

New Taylor Shops (Better Quality Ladies Specialty Shops) (2)	Total Sq. Ft.
Eastwood Shop. Ctr., Birmingham, Ala.	12,000
Normandy Shop. Ctr., St. Louis, Mo.	14,000

New Garden Shops (2)	Total Sq. Ft.
Ontario, Calif.	4,800
Eastwood Shop. Ctr., Birmingham, Ala.	5,400



Britts department stores also feature all types of items for the home. They are attractively displayed—as you will note. Trained sales personnel are constantly available, a prime factor in assuring maximum service for shoppers.

Statement of Consolidated Earnings and Retained Earnings

Year ended December 31, 1962 with comparative figures for 1961

	<u>1962</u>	<u>1961</u>
Sales	\$312,511,134	\$291,237,091
Other Income	146,361	350,098
	<u>312,657,495</u>	<u>291,587,189</u>
Deduct:		
Cost of merchandise sold and operating expenses . .	296,724,172	274,126,473
Taxes, other than Federal taxes on income	5,641,086	4,674,341
Depreciation and amortization	3,389,038	3,273,815
Interest	2,332,118	1,649,566
Employees' retirement expense (note 5)	610,997	665,020
Provision for bad debts and miscellaneous expense .	320,881	631,063
	<u>309,018,292</u>	<u>285,020,278</u>
Profit before Federal taxes on income	3,639,203	6,566,911
Provision for Federal taxes on income (note 1):		
Current	930,000	2,654,000
Deferred	725,000	427,000
	<u>1,655,000</u>	<u>3,081,000</u>
Net earnings for the year (note 1)	1,984,203	3,485,911
Special credits:		
Add:		
Increment resulting from adoption of the retail method of valuing store inventories, less appli- cable taxes of \$480,000	400,000	—
Reserve for self-insurance provided in prior years no longer required	—	1,206,194
Add retained earnings at beginning of year	58,519,357	57,861,257
Less dividends:		
3¾ % Cumulative Preferred Stock	375,008	375,008
Common Stock—\$2 per share	3,680,334	3,658,997
	<u>4,055,342</u>	<u>4,034,005</u>
Retained earnings at end of year (approximately \$1,250,000 free of restric- tions pertaining to payment of dividends, etc.)	<u>\$ 56,848,218</u>	<u>\$ 58,519,357</u>

See accompanying notes to financial statements.

Consolidated Balance Sheet

December 31, 1962—with comparative figures for 1961

ASSETS	1962	1961
CURRENT ASSETS:		
Cash	\$ 9,890,732	\$ 15,318,811
Short-term Government securities	—	498,935
Customers' accounts receivable, including equity of \$886,771 in accounts receivable sold, less provision of \$561,000 for doubtful accounts	5,253,486	4,511,664
Miscellaneous accounts receivable	2,500,617	2,623,709
Merchandise at the lower of cost or market, principally under the retail method in 1962:		
At stores and warehouses	79,039,181	68,873,866
In transit, at invoice cost	5,732,965	6,103,801
Total merchandise	84,772,146	74,977,667
Prepaid expenses	2,414,199	2,121,846
TOTAL CURRENT ASSETS	104,831,180	100,052,632
MISCELLANEOUS INVESTMENTS AND ADVANCES, AT COST	294,069	266,615
PROPERTY AND EQUIPMENT, AT COST:		
Land, buildings and improvements	9,723,864	10,623,596
Furniture and fixtures	43,557,717	40,131,856
Alterations and improvements to leased properties	25,581,010	24,289,077
	78,862,591	75,044,529
Less provision for depreciation and amortization	35,419,541	33,030,744
PROPERTY AND EQUIPMENT (net)	43,443,050	42,013,785
DEFERRED CHARGES	1,292,659	1,542,560
	\$149,860,958	\$143,875,592

See accompanying notes to financial statements.

J. J. Newberry Co. and Subsidiaries

LIABILITIES AND CAPITAL	<u>1962</u>	<u>1961</u>
CURRENT LIABILITIES:		
Accounts payable and accrued expenses	\$ 34,088,469	\$ 25,533,171
Provision for Federal taxes on income	799,715	2,263,203
Dividend payable on preferred stock in February of following year	93,752	93,752
Installments on long-term debt due within one year	<u>1,323,770</u>	<u>1,022,427</u>
TOTAL CURRENT LIABILITIES	36,305,706	28,912,553
DEFERRED FEDERAL TAXES ON INCOME (note 2)	3,760,000	2,715,000
LONG-TERM DEBT, less amounts due within one year (note 4)	31,464,768	32,823,713
RESERVE FOR INCENTIVE STOCK BONUS PLAN, ETC. (note 3)	315,591	303,343
STOCKHOLDERS' EQUITY (note 3):		
Cumulative Preferred Stock, par value \$100 per share:		
Authorized 125,000 shares, issuable in series.		
Issued 100,000 shares, 3¾ % Series (redeemable at \$101.50 per share, plus accrued dividends)	10,000,000	10,000,000
Common Stock, no par value:		
Authorized 2,500,000 shares.		
Issued 1,903,387 shares	11,119,390	10,668,544
Subscribed and unissued 11,054 shares	350,247	236,044
Retained earnings (approximately \$1,250,000 free of restrictions pertaining to payment of dividends, etc.)	<u>56,848,218</u>	<u>58,519,357</u>
	78,317,855	79,423,945
Less cost of 59,472 shares of Common Stock in treasury	302,962	302,962
TOTAL STOCKHOLDERS' EQUITY	<u>78,014,893</u>	<u>79,120,983</u>
	<u>\$149,860,958</u>	<u>\$143,875,592</u>

See accompanying notes to financial statements.

Notes to Financial Statements

December 31, 1962

1. INVESTMENT CREDIT:

Pursuant to the Revenue Act of 1962 the Company is entitled to claim an investment credit of \$390,000 in its 1962 Federal income tax return. Management is of the opinion however, that the maximum investment credit allowable in reporting current earnings should be based on deferred Federal income taxes payable as well as on Federal income taxes currently payable; it also believes no portion of such credit is properly allocable to the special credit reflected on a net of tax basis in the accompanying statement of consolidated earnings. Accordingly, \$291,000 (46% of the investment credit of \$630,000 computed under this method) has been applied in reduction of Federal income taxes charged to current earnings.

If the investment credit had been based on Federal income taxes currently payable and its absorption in net earnings been spread over the useful lives of the related assets as prescribed by the American Institute of Certified Public Accountants, net earnings for the year 1962 would have been reduced by approximately \$270,000.

2. DEFERRED FEDERAL TAXES ON INCOME:

Deferred taxes of \$1,160,000 result from the election by the Company to use the installment method of reporting gross profit on credit sales in its tax return; \$1,570,000 results from use of accelerated methods of depreciation for tax purposes; \$710,000 results from the use for tax purposes of guideline lives released by the Internal Revenue Service in 1962. The balance, \$320,000 represents that portion of the investment credit to be amortized in subsequent years.

3. COMMON STOCK — OPTIONS AND BONUS PLAN:

An employees' restricted stock option plan provides that each year for which it is declared effective, each person in the employ of the Company since the beginning of the preceding year is to be granted an option to purchase one share of common stock for each full \$300 of his compensation during that year. Options are exercisable prior to December 31 in the year granted at 85% of the fair market value on the date of purchase. During 1962 options for 17,516 shares, including 11,054 shares subscribed for but not issued, were exercised at an average price of \$32.29. The number of shares available for 1963 for which the Board of Directors has again declared the plan effective is 102,649.

Provision for the incentive stock bonus plan for 1962 was limited to an amount equal to dividends on 6,799 shares previously allotted to participants of the plan; the Board of Directors has reserved 6,799 shares of common stock held in the treasury for purposes of the plan. The Company has the right to amend or discontinue the plan at any time, but may not retroactively reduce credits to the participants.

Warrants to purchase 155,000 shares at \$52 per share at any time prior to October 1, 1981 were issued in 1961 to the 5¼% note holders; no warrants have been exercised.

4. LONG TERM DEBT:

	1962	1961
The detail of long term debt is:		
Mortgages payable on real estate (in January, 1963 extended to 1968)	\$ 1,111,497	\$ 1,398,416
2.90% Sinking Fund Notes due August 15, 1968 (sinking fund \$550,000 per annum)	5,700,000	6,250,000
3½% Promissory Notes due in semi-annual installments (presently about \$23,000 per annum) to 1975	653,271	675,297
3¾% Sinking Fund Notes due May 15, 1976 (sinking fund \$500,000 per annum)	8,500,000	9,000,000
5¼% Notes due October 1, 1981 (subordinated to all short and long term loans; payable \$1,033,000 starting October 1, 1967)	15,500,000	15,500,000
	<u>\$31,464,768</u>	<u>\$32,823,713</u>

5. COMMITMENTS:

During 1962 the Company and its subsidiaries sold and leased back property and equipment at its approximate book value of \$11,400,000; the leases (which are subject to renewal at reduced rentals) have initial periods which are approximately equal to the estimated useful lives of the assets.

Minimum annual rentals on properties, including those sold in 1962 aggregating approximately \$14,500,000, are payable by the Company under leases extending more than five years; 80% of such aggregate amount is payable annually under leases expiring within twenty-five years. The Company is committed for additional fixed annual rentals of approximately \$3,200,000 under leases for terms of more than five years duration which are expected to become effective in 1963 and 1964.

Unfunded past service costs of the employees' retirement plan, which amounted to approximately \$521,000 at year end are being amortized in annual installments as permitted by the U. S. Treasury Department. The Company expects to continue the plan but has reserved the right to modify or discontinue it at any time. Charges to income for 1962 included \$56,303 in respect of past service benefits.

Accountants' Report

The Board of Directors and Stockholders

J. J. NEWBERRY CO.:

We have examined the consolidated balance sheet of J. J. Newberry Co. and subsidiaries as of December 31, 1962 and the related statement of earnings and retained earnings for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

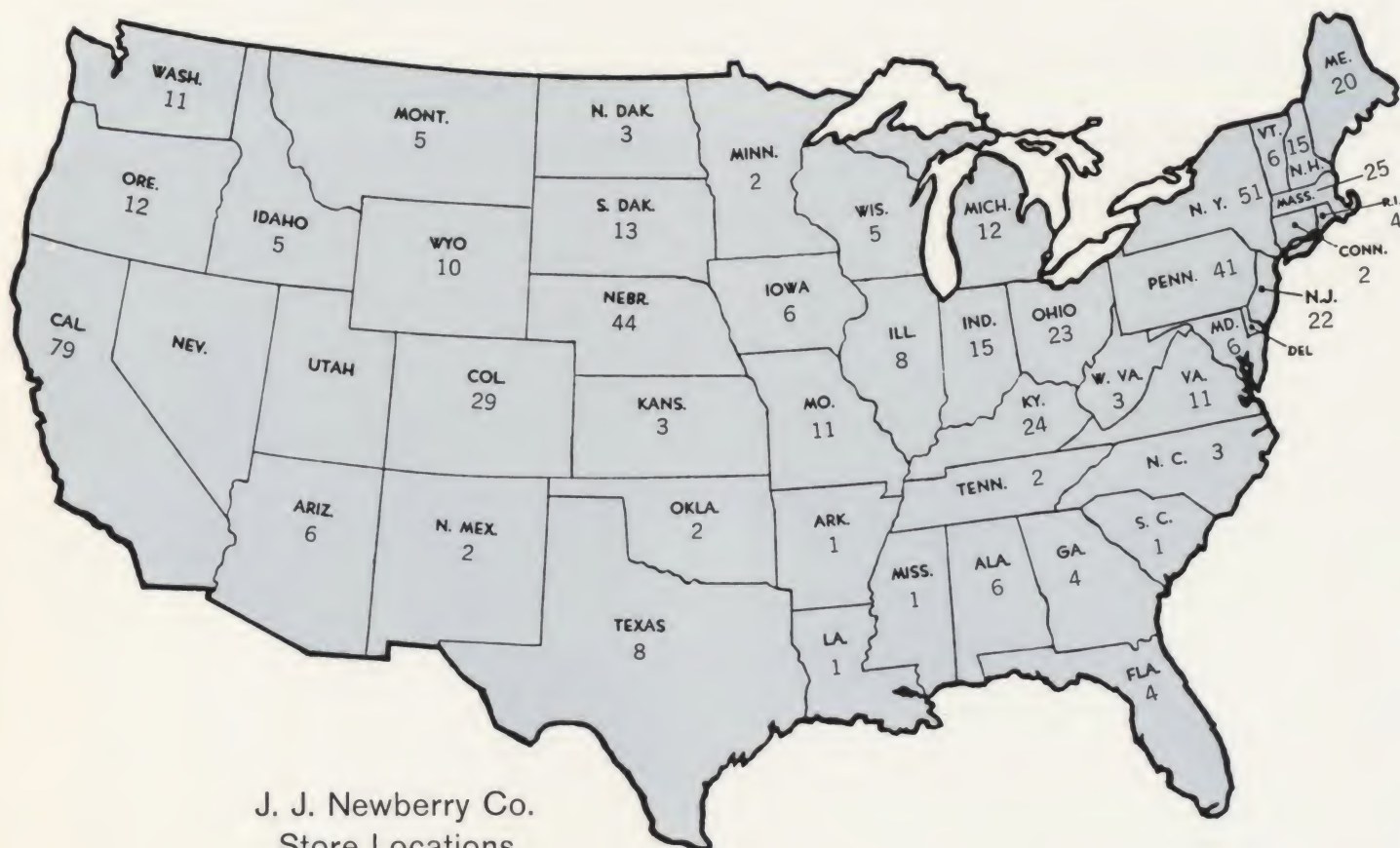
In our opinion, the accompanying consolidated balance sheet and statement of consolidated earnings and retained earnings present fairly the financial position of J. J. Newberry Co. and subsidiaries at December 31, 1962 and, except for the effect of the method of accounting for the investment credit as set forth in note 1, the results of their operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent, except for a change to the retail method of valuing store inventories with which we agree (the effect of which is reflected as a special credit in the statement of earnings and retained earnings), with that of the preceding year.

PEAT, MARWICK, MITCHELL & CO.

New York, N. Y.

March 27, 1963

Newberrys Serving these 567 Communities



J. J. Newberry Co. Store Locations

Executive Offices:
245 FIFTH AVE.
NEW YORK 16, N. Y.

- (B) Operated under name of BRITTS
- (HH) Operated under name of HOLLAND HOUSE
- (T) Operated under name of TAYLORS
- (WT) Operated under name of WM. TALLY HOUSE
- (*) Operated under name of HESTEDS
- (†) Operated under name of LEE
- (o) Operated under name of KAUFMANN'S

Division Offices:

BOSTON — 4 Federal St., Woburn, Mass.
MANHATTAN — 9 E. 41st St., New York 17, N. Y.
ATLANTIC — 245 Fifth Ave., New York 16, N. Y.
ST. LOUIS — 7710 Carondelet, Clayton 5, Mo.
OMAHA — 885 South 72nd St., Omaha, Neb.
LOS ANGELES — 347 So. Ogden Drive, Los Angeles 36, Calif.

Warehouse Locations:

NEW YORK, N. Y.
OMAHA, NEB.
NO. HOLLYWOOD, CAL.

Alabama—6

Birmingham
 Birmingham (B)
 Birmingham (T)
 Birmingham (HH)
 Dothan
 Montgomery

Arizona—6

Douglas
 Mesa
 Nogales
 Phoenix (3)

Arkansas—1

Hot Springs

California—79

Alhambra
 Bakersfield
 Bell
 Bellflower
 Beverly Hills
 Brawley
 Buena Park
 Burbank (2)
 Compton (HH)
 Compton (3)
 Downey
 El Centro
 Fresno
 Garden Grove
 Glendale
 Glendora
 Granada Hills
 Hanford
 Hollywood
 Huntington Park
 Inglewood
 La Mirada
 Long Beach
 Los Angeles (15)
 Los Angeles (HH)
 Merced
 Monterey Park
 Norwalk
 Oakland
 Ontario
 Palos Verdes
 Pomona
 Porterville
 Redondo Beach (2)
 Reseda
 Salinas
 San Diego (4)
 San Francisco
 San Jose
 San Mateo
 San Pablo

San Pedro
 Santa Ana (2)
 Santa Barbara
 Santa Monica (2)
 Stockton
 Sunnyvale
 Thousand Oaks
 Torrance (2)
 Vallejo
 Van Nuys
 Ventura
 Visalia
 West Covina
 Whittier

Colorado—29

Alamosa (*)
 Arvada (*)
 Aurora (2) (*)
 Boulder (*)
 Craig (*)
 Delta (*)
 Denver (8) (*)
 Florence (*)
 Glenwood Springs (*)
 Golden (*)
 Grand Junction (*)
 Greeley (*)
 La Junta
 Lakewood (2) (*)

from Coast to Coast...

Monte Vista (*)
Montrose (*)
Pueblo (2)
Rocky Ford (*)
Sterling (*)

Connecticut—2
Hartford
New Haven

Florida—4
Bradenton (WT)
Fort Lauderdale (B)
Pensacola
Tampa

Georgia—4
Atlanta
Columbus
Macon (2)

Idaho—5
Boise
Idaho Falls
Lewiston
Pocatello
Twin Falls

Illinois—8
Canton
Collinsville
Granite City
Litchfield
Macomb
Melrose Park
Rock Island
West Frankfort

Indiana—15
Auburn
Connersville
Decatur
East Chicago
Gary
Goshen
Hammond
Hartford City
Indiana Harbor
Jasper
Marion
Martinsville
New Albany
New Castle
Whiting

Iowa—6
Carroll (†)
Denison (†)
Glenwood (†)
Sibley (†)
Storm Lake (†)
Webster City

Kansas—3
Coffeyville
Marysville (*)
Parsons

Kentucky—24
Bardstown
Central City
Corbin
Cynthiana
Danville
Elizabethtown
Frankfort
Glasgow (2)
Harlan
Harrodsburg
Hazard
Henderson
Lawrenceburg
Lebanon
Mayfield
Mt. Sterling
Owensboro
Paris
Pineville
Richmond
Shelbyville
Somerset
Winchester

Louisiana—1
Lake Charles

Maine—20
Bangor
Bath
Brunswick
Calais
Caribou
Dover-Foxcroft
Eastport
Ellsworth
Farmington
Fort Kent
Houlton
Lincoln
Madawaska
Mars Hill
Millinocket
Norway
Presque Isle
Rockland
Rumford
Van Buren

Maryland—6
Annapolis (B)
Brunswick
Elkton
Frederick
Hagerstown
Pocomoke City

Massachusetts—25
Amesbury
Boston
Bridgewater
Chelsea
Clinton
Fall River
Falmouth
Framingham
Franklin
Gardner
Haverhill
Holyoke
Leominster
Maynard
Newburyport
North Adams

Northampton
North Attleboro
Peabody
Pittsfield
Stoughton
Wakefield
Westfield
Whitman
Worcester

Michigan—12
Alma
Calumet
Charlotte
Coldwater
Houghton
Iron River
Ishpeming
Ludington
Manistee
Midland
Port Huron
Three Rivers

Minnesota—2
Moorhead (†)
Pipestone (†)

Mississippi—1
Meridian

Missouri—11
Columbia
Excelsior Springs
Joplin
Kansas City
Maplewood
Poplar Bluff
Richmond Heights
St. Louis (2)
St. Louis (T)
Springfield

Montana—5
Billings
Great Falls (*)
Hardin (*)
Laurel (*)
Missoula

Nebraska—44
Ainsworth (†)
Albion (†)
Alliance (*)
Auburn (*)
Aurora (*)
Beatrice (*)
Bellevue (*)
Broken Bow (*)
Central City (*)
Chadron (*)
David City (*)
Fairbury (*)
Falls City (*)
Geneva (*)
Gering (*)
Gordon (*)
Grand Island (*)
Grand Island (o)
Hastings (*)
Hebron (*)
Holdrege (*)
Kimball (*)
Lincoln (*)
McCook (*)

Minden (*)
Nebraska City (*)
Neligh (*)
Norfolk (*)
Ogallala (†)
Omaha (6) (*)
O'Neill (†)
Ord (†)
Ralston (*)
Sidney (†)
Superior (*)
Tecumseh (*)
Valentine (†)
West Point (*)
York (*)

New Hampshire—15

Berlin
Claremont
Concord
Concord (B)
Derry
Dover
Franklin
Keene
Laconia
Littleton
Manchester
Nashua
Plymouth
Portsmouth
Rochester

New Jersey—22
Asbury Park
Atlantic City
Boonton
Bridgeton
Caldwell
Dover
Freehold
Hackettstown
Hammononton
Keyport
Long Branch
Menlo Park (WT)
Millville
New Brunswick (2)
Newton (B)
Paramus
Red Bank
Springfield
Verona
Vineland
Wildwood

New Mexico—2
Las Vegas
Raton

New York—51
Albion
Amsterdam
Auburn
Batavia
Bath
Binghamton (B)
Buffalo
Canandaigua
Canton
Catskill
Cobleskill
Cooperstown
Corning
Cortland

Elmira
Endicott
Gloversville
Gouverneur
Greenpoint, Bklyn.
Hicksville
Hornell
Hudson
Ithaca
Kingston
Little Falls
Lockport
Lyons
Malone
Manhasset
Massena
Middletown
Niagara Falls
Northville
Ogdensburg
Oneonta
Ossining
Owego
Penn Yan
Perry
Port Jervis
Salamanca
Saranac Lake
Saratoga Springs
Saugerties
Ticonderoga
Tupper Lake
Valley Stream
Walton
Watertown
Wellsville
Whitehall

North Carolina—3
Asheville
Monroe
Reidsville

North Dakota—3
Bismarck (*)
Hettinger (*)
Rugby (†)

Ohio—23
Ashland
Ashtabula
Bryan
Bucyrus
Cambridge
Chillicothe
Cincinnati
Cleveland (2)
Conneaut
Coshocton
East Palestine
Findlay (B)
Fremont
Ironton
Lancaster
Lima
Mentor
New Philadelphia
Painesville
Tiffin
Wooster
Zanesville

Oklahoma—2
Okmulgee
Sapulpa

Oregon—12
Astoria
Bend
Eugene
Klamath Falls
Medford (2)
Portland (3)
Portland (HH)
Roseburg
Salem

Pennsylvania—41
Berwick
Bloomsburg
Bradford
Carbondale
Chambersburg
Coalport
Coatesville
Danville
Downingtown
Du Bois
Ephrata
Forest City
Freeland
Jim Thorpe
Jersey Shore
Kennett Square
Lansford
Lewisburg
Lock Haven
McAdoo
Mahanoy City
Milton
Mt. Carmel
Newport
Northampton
Olyphant
Oxford
Phoenixville
Pottstown
Renovo
Royersford
Sayre
Shamokin
Shenandoah
Somerset
Stroudsburg
Sunbury
Tamaqua
Towanda
Waynesboro
Wellsboro

Rhode Island—4
Newport
Providence
Warren
West Warwick

South Carolina—1
Camden

South Dakota—13
Aberdeen
Belle Fourche (†)
Chamberlain (†)
Hot Springs (†)
Huron
Lead
Mitchell
Sioux Falls (2)
Sturgis (†)

Vermillion
Winner (†)
Yankton

Tennessee—2
Gallatin
Jellico

Texas—8
Austin
Beaumont
Denison
Eagle Pass
El Paso (2)
Houston
Texarkana

Vermont—6
Barre
Bellows Falls
Newport
Springfield
White River Junction
Windsor

Virginia—11
Clifton Forge
Culpeper
Farmville
Fredericksburg
Front Royal
Lexington
Salem
South Boston
Waynesboro
Winchester
Wytheville

Washington—11
Bellevue
Bellingham
Everett
Longview
Renton
Richland
Seattle
Spokane (2)
Walla Walla
Yakima

West Virginia—3
Charleston
Charles Town
Martinsburg

Wisconsin—5
Fond Du Lac
Kenosha
Oshkosh
Rhineland
Superior

Wyoming—10
Buffalo (*)
Cheyenne
Douglas (*)
Gillette (*)
Laramie (*)
Newcastle (*)
Rawlins (*)
Rock Springs
Torrington (*)
Wheatland (*)

Record of Sales and Earnings

Year	Number of Stores	Sales	Earnings per share on Common Stock Outstanding	No. of Shares Common Stock Outstanding
1912	1	\$ 32,383	N O T I N C O R P O R A T E D	
1913	2	42,184		
1914	3	92,640		
1915	5	116,009		
1916	5	151,465		
1917	6	149,466		
1918	7	276,449		
1919	17	502,445		
1920	17	751,984		
1921	26	1,157,234		
1922	33	1,750,066		
1923	51	3,564,947	\$4.68	48,000
1924	68	5,114,339	6.42	48,666
1925	86	6,897,414	8.28	50,200
1926	112	9,985,074	*3.06	206,000
1927	151	15,069,159	3.65	213,200
1928	210	20,609,366	4.62	239,620
1929	279	27,789,369	†3.15	395,314
1930	335	30,187,392	2.22	395,314
1931	379	31,146,802	1.73	385,150
1932	406	33,121,670	1.07	381,324
1933	417	35,146,574	3.06	379,974
1934	431	41,054,218	5.38	380,446
1935	450	43,388,611	4.94	380,446
1936	461	48,376,510	6.03	380,446

Year	Number of Stores	Sales	Earnings per share on Common Stock Outstanding	No. of Shares Common Stock Outstanding
1937	469	\$ 50,315,454	\$5.27	380,446
1938	476	49,040,697	4.04	380,446
1939	479	52,272,953	5.44	380,446
1940	486	55,879,580	4.53	380,446
1941	488	64,228,956	6.40	380,446
1942	492	77,313,152	6.70	380,446
1943	491	91,028,763	7.58	380,446
1944	491	95,861,688	7.39	380,446
1945	488	100,868,759	‡1.93	1,521,784
1946	487	113,228,967	4.74	1,521,784
1947	485	117,860,227	4.30	1,521,784
1948	484	134,785,360	4.55	1,521,784
1949	482	136,783,109	3.71	1,521,784
1950	483	145,671,210	4.24	1,521,784
1951	480	161,266,885	3.47	1,521,784
1952	477	166,315,526	3.32	1,521,784
1953	476	171,163,900	3.48	1,521,784
1954	476	179,756,015	2.96	1,521,784
1955	476	190,689,902	3.59	1,521,784
1956	476	203,463,103	3.18	1,530,443
1957	476	212,942,786	2.58	1,547,231
1958	469	221,873,189	3.12	1,560,396
1959	462	238,007,599	3.32	1,570,405
1960	559	265,818,306	2.42	1,816,719
1961	564	291,237,091	1.70	1,831,620
1962	567	312,511,134	.87	1,843,915

* Stock split-up 4 shares for 1 in 1926.

† Stock split-up 3 shares for 2 and rights to subscribe to 10% of holdings issued May 1st, 1929.

‡ Stock split-up 4 shares for 1 in 1945.

